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Office of Enterprise Development



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Vision

The Office of Enterprise Development (OED) is an internal service unit to the Department of Technology, Management & Budget (DTMB) as well as its primary external communications arm. Research, measurement and planning services are paired with communications, marketing and outreach expertise. This combined portfolio of activity—and related competencies—allows DTMB to eliminate barriers and align departmental action with customer needs.

As DTMB strives to be accessible, responsive and strategically aligned with its client agencies—as well as the citizens and businesses they support—OED assists DTMB with strategy, research, communications and public-private partnership activities that translate complex concepts and ideas into simple and tangible terms and outcomes. To this end, OED is comprised of three functional areas:

- **Strategic Planning, Research and Development:** This area manages the strategic planning activities and publications, provides research services, delivers best-practice alignment, and is responsible for developing and launching the department's new enterprise performance management program.
- **Communications and Outreach Services:** Responsibilities for this area include internal and external communications, including online services as well as outreach efforts.
- **New Economy Partnerships:** This area delivers government transformation, workforce re-alignment and growth within the state's ICT sector by teaming up with the state's economic development agency and workforce development arm.

In January 2010, OED adopted the following vision statement: "OED's vision is to be the leader in advancing technology in Michigan. We do this to improve lives through in-depth research, smart planning and dynamic partnerships." This statement is evolving to reflect the expanded role of DTMB as well as that of OED. Looking ahead, OED will ramp-up engagement with customers, providing critical performance and best-practice information to decision makers as well as providing communications expertise and crossing boundaries to better serve Michigan's agencies, citizens and businesses. This helps DTMB and its customers focus energy and resources on areas where the greatest impact is clear.

Strategic Planning, Research and Development

Since Michigan's 2001 information technology consolidation, ICT strategic planning has been a critical tool (described below) in developing and maturing this single organization to serve a wide and diverse set of state agency customers. Today—as ICT consolidates with management and budget—the challenges and opportunities are even greater. Both the structure of DTMB's planning organization and its processes have been adapted accordingly.

Scope of Services

Areas of focus within this unit are as follows:

- **Research Services:** Systematic review and analysis of best practices allows the department to be agile and responsive to customer needs. In addition to providing executive support and pursuing third-party validation, this unit is responsible for responding to inquiries from other states, local governments and related organizations.
- **Strategic Planning:** Strategic planning is at the core of our work, which includes facilitation, advisory and focus groups as well as the development and dissemination of planning processes and documents. In addition to Michigan's ICT strategic plan, this area is responsible for producing transition plans to bridge gubernatorial and director-level changes as well as handling internal division-level strategic plans and initiatives.
- **Measurement:** A new competency for this area is development of an enterprise performance management center of excellence, supporting surveys and assessments, establishing a common data repository as well as creating enterprise dashboards and reporting. This effort is focused on informing decision making, guiding strategy development and providing transparency to our clients and constituents. Generating this storehouse of information,

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analyzing and reporting on it on a systematic basis will support the advancement of quality and effectiveness of DTMB programs and services.

Key Drivers and Actions

- **Consolidation:** In order to fully leverage the consolidation of information technology with management and budget, DTMB is actively pursuing new partnerships (both within state government and beyond), evolving current business practices and ultimately reshaping government service.
- **Resource Constraints:** Structural budgetary and economic challenges as well as an aging workforce are initiating major changes within governmental operations. Utilizing information and communications technology is a critical solution that is increasingly relied on for adapting to today's resource constraints.
- **Pace of Technology Changes:** The only constant in technology is change itself. To meet the changing needs and demands of its clients, DTMB must stay abreast of new opportunities, challenges and paradigms.

Initiatives

Enterprise Performance Management: The objective of this effort is to leverage one common data repository and dashboard of enterprise-wide operational metrics. The first step of this effort was to establish a common repository for data collection, followed by an inventory of current measure and metrics as well as identification of critical gaps. The third step, which is underway, is identification of a set of measures to be tracked moving forward as well as a short- and long-term framework for the work of the performance management function. This step will be completed in summer 2010. Longer term, this could potentially be offered as a service to other government agencies.

- **Strategic Planning for ICT Infusion:** In partnership with Agency Services and the Center for Shared Solutions and Technology Partnerships, OED is assisting with development of several strategic initiatives—with completion scheduled for fall 2010—to fully leverage the benefits of the consolidated DTMB, including:
 - **Employee Mobility:** Over time, a greater number of employees are (or could be) transitioning into a mobile worker or telecommuting environment with only an occasional need to use facilities for office space, meeting space or clerical functions such as printing or making copies. The strategy development that OED is facilitating will addresses the distinct and diverse facility and technology needs of state employees as well as opportunities for improving service delivery and lowering costs. Success will rely on equipping employees with job-specific mobile technology and optimizing facility and infrastructure utilization. The goal of this effort is to deliver greater employee effectiveness and efficiency while consolidating state facilities and lowering the cost of government.
 - **Citizen/Business Government Access and Self-Service:** This strategy will take the shape of an effort to provide government services regardless of jurisdiction (e.g., state/local/federal) to citizens from easily accessible and consolidated (mobile) facilities. It will seek to promote the use of citizen self-service and reduce the cost of government by driving the adoption of self-service among citizens and businesses and reducing the number of government-owned buildings.

Key Partners in Delivery

- DTMB Executives and Unit
- Other Agencies
- External Research Services, including Gartner and Forrester
- Third-party Research Publications and Organizations
- National Association of State Chief Information Officers

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Communications and Outreach

The consolidated communications and outreach unit within OED serves as the department's lead for internal and external communications, including online services as well as outreach and public-private partnerships.

Scope of Services

- **Internal Communications:** OED is responsible for internal-facing communications and online services, including the department's intranet site, newsletters and messages from the director to employees and client agencies. OED works closely with DTMB's Human Capital Management area in promoting a great workplace and an engaged workforce.
- **External Public Affairs:** To promote opportunities for partnership, sharing best practices and improve the overall impact of DTMB, OED is actively involved in providing communications support for external speeches, publications and the DTMB Internet site, www.michigan.gov/dtmb.

Key Drivers and Actions

- **Consolidation:** Ensuring a smooth consolidation of former management and budget employees and organizations with information technology employees and organizations is key for success of the new DTMB. Employee engagement and the establishment of links to the customer experience are critical.
- **Service:** Effectively communicating complex business problems and technology solutions with our customers and external partners is essential to meeting our goal to deliver efficient and effective technology services and shared solutions to agencies.
- **Cross-boundary Solutions, Innovation and Transformation:** Outreach and the cultivation of partnerships among key partners allow Michigan to continue operating in light of reduced budgets. More importantly, it is inspiring game-changing transformation of services for citizens and businesses.

Initiatives

- **Consolidated DTMB Communications Tools:** Communications vehicles, ranging from the departmental newsletter to the public-facing Internet site are being consolidated and revamped for release in summer 2010. This includes the development of social networking sites and platforms.
- **Employee Connect Portal:** Together with e-Michigan, OED is revamping and delivering a new State of Michigan employee portal. This portal provides a one-stop location for all employee services, from information technology to business and human resource services. This is set for launch by winter 2010.

Partners in Delivery

- DTMB Executives and Units
- Other State Agencies and Programs
- Local and Regional Economic Development Groups
- Employer-led Groups
- Higher Education

Looking Ahead

The Office of Enterprise Development is pursuing short- and longer-term initiatives to move both DTMB and the State of Michigan forward. The combination of strategy with communications allows the department to align business needs to departmental action and communicate complicated messages in layman's terms. From technology infusion and performance management to ICT sector growth, OED is a critical component in DTMB's effort to transform Michigan's government service.

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New Economy Partnerships (NEP)

What started as a pilot project in September 2008—in response to cabinet-level priorities and a struggling economy—evolved into a breakthrough economic and workforce program that was publicly launched in September 2009. New Economy Partnerships is a one-stop action team focused on accelerating the growth of Michigan's ICT sector. Key partners include DTMB, the Michigan Economic Development Corporation (MEDC) and the Department of Energy, Labor and Economic Growth (DELEG). Since it was launched, NEP has led to commitments by the ICT sector to create more than 5,000 jobs and generate \$23.7 million in capital investments.

Scope of Services

NEP utilized trend analyses and stakeholder input to define its tiered internal and external strategies, market analysis and regional targeting. This approach has fostered government-to-business, business-to-business, as well as partnerships with academia. In terms of governance, NEP is organized around four matrix-style working groups:

- **Grow IT:** Attracting private-sector jobs and investments, developing/implementing investment-attraction strategies and ICT-specific incentive packages
- **Work IT:** Aligning partnerships and action to boost development and attract and retain a capable, qualified IT workforce
- **Advance IT:** Identifying opportunities for innovation and growth and defining key industry- and geographic-specific clusters
- **Communicate IT:** Engaging end users and strategically marketing the effort

Key Drivers and Actions

- **Economic and Workforce Development:** Michigan's drawn-out structural economic challenges were a primary driver for the initial launch of NEP. Further reinforcing economic growth as well as diversifying the economy continue to drive the program today. Ongoing challenges around training and retraining of a qualified workforce are also key underpinnings of NEP action.
- **Business Development:** During one-on-one visits with ICT employers across the state, a common need around business development was identified. The need to connect Michigan employers, start-ups and entrepreneurs, schools and universities is a common and well documented issue.
- **Public/Private Partnerships, Innovation and Transformation:** Outreach and the cultivation of public/private partnerships have been identified as vital to the economic success of the state. This approach is also becoming a very important factor in the transformation of services for citizens and businesses.

Initiatives

- **ICT Skills Alliance:** In addition to winning new jobs and investments within Michigan's growing ICT sector, NEP is also heavily involved in workforce development, attraction and retention. In this vein, OED is actively pursuing the creation of an employer-led statewide skills alliance and online networking community. This activity addresses the challenges faced by the sector in cultivating an appropriately skilled workforce. The alliance—which is expected to launch by fall 2010—will initially focus on health IT and will expand to other NEP focus areas.
- **Business Survey:** To validate information gathered from one-on-one meetings with employers as well as glean baseline information to assist with the development of economic and workforce programs, NEP is developing a statewide survey of ICT businesses in Michigan. The survey is expected to be released in summer 2010 and be in the field approximately three months. Survey data will be collected, analyzed and reported to interested parties for follow-up.

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- **Annual Report:** To provide a record of accomplishments as well as transparency of effort, NEP will create and submit an annual report to its multi-agency steering committee, stakeholders and other interested parties. The annual report is scheduled to be published in fall 2010.

Partners in Delivery

- DTMB Executives and Units
- Other State Agencies and Programs
- Higher Education

Looking Ahead

Over the next decade, business and government investment in technology is expected to grow at twice the rate of the overall economy (Forrester). Through NEP and systematic attraction of leading ICT companies, Michigan is strategically positioning itself to fully leverage this smart computing opportunity. It is placing knowledge workers and leading innovators in-network with each other and is transforming government and improving service to citizens.